

First K-Mart To Be Opened On Thursday

By BRUCE SANKEY
In four days, the nation's fastest-expanding mass merchandiser, S. S. Kresge Co., will complete the initial step toward becoming a major force in Memphis retailing.

On Thursday, the first Kresge K-Mart store in Memphis opens. Over the next two to three years the company may open as many as five more of the Spartan, 95,000 square-foot discount stores.

This year, Kresge is adding 10 million square feet of new stores, an increase of 400,000 square feet over the building pace of last year.

The next fastest-growing chain is W. T. Grant, which will add a total of 6.3 million square feet of new space in 1973, according to Chain Store Age, a trade publication.

Kresge says it expects to open more than 100 K-Marts next year.

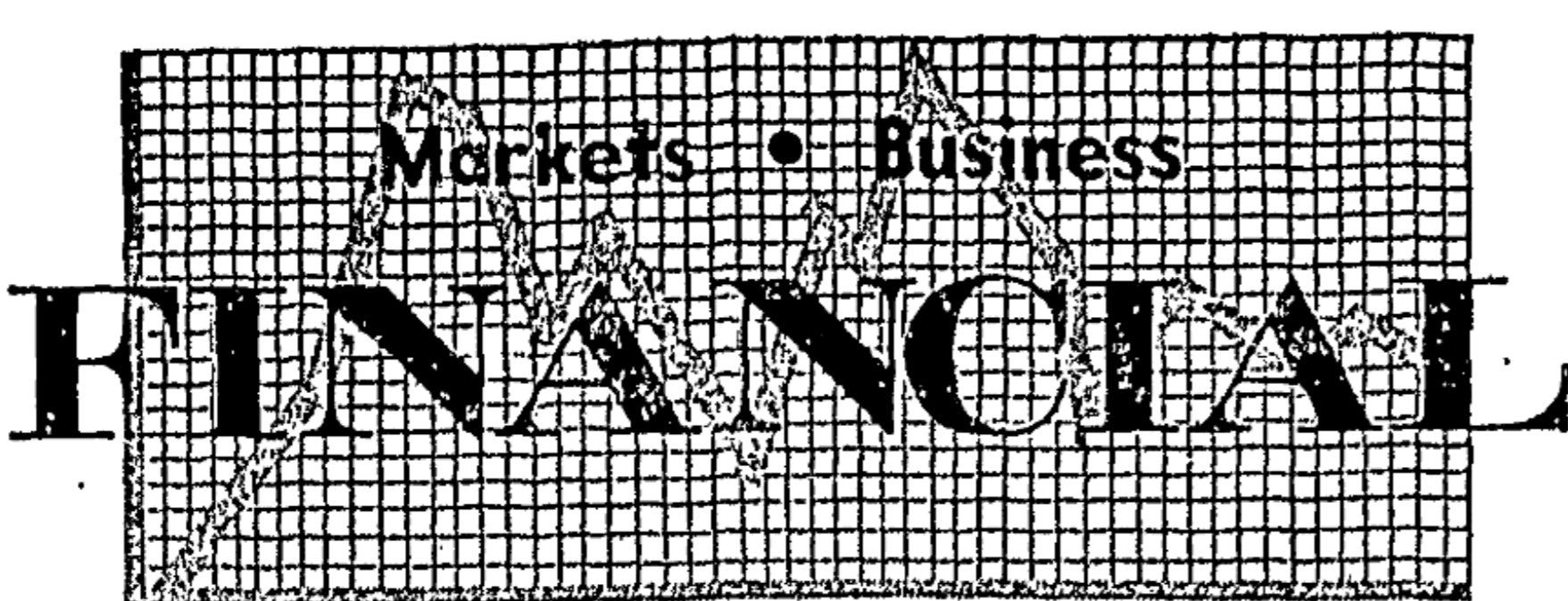
The same day the Memphis store opens, other K-Marts will open in State College, Pa.; North Las Vegas, Nev.; North Charleston, S.C.; Pine Bluff, Ark.; Granite City, Ill.; Stone Mountain, Ga.; Columbus, Miss.; Jefferson City, Mo., and Grand Island, Neb., increasing the number of K-Marts operating in the United States, Puerto Rico, Canada and Australia to 675.

Thomas W. Greenwood has been appointed general manager of the Memphis K-Mart, which is being readied to open at Summer Avenue and White Station Road.

Like all other K-Mart managers, Greenwood is a product of the Kresge system. He joined the firm's management-training program in 1957. He was promoted to manage his first store — a Kresge variety unit — in 1963.

Greenwood transferred to the K-Mart division in 1971 and was named co-manager of a K-Mart in Atlanta. He comes to Memphis from his most recent assignment, manager of a K-Mart in Amarillo, Texas.

K-Mart store managers make between \$30,000 and \$50,000 a year depending on



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Thomas W. Greenwood

how profitable their stores are, and it usually takes around 10 years to work through the system and get a K-Mart store to run.

Kresge claims one of the keys to its success is its decentralized management at the local level. The store manager really does run the store, the chain says.

Although price tags on K-Mart merchandise are determined by Kresge headquarters in Detroit, each K-Mart manager is personally responsible for keeping his store competitive. The manager may recommend lower prices, but he does not have the right to raise them, the company says.

As a "discountor," K-Mart claims its prices are as low or lower than the selling prices available to consumers within any given trading area.

The company uses an extensive private labeling program as part of its merchandising. The program has been extended to such lines as cameras, apparel, hardware and home improvements. The tightly tailored stores contain all the departments normally found in discount houses, and rather small aisles tend to make the most efficient use of sales footage.

More than 165 Memphians will be given full-time em-



Chain Store To Open First Outlet Here

ployment to operate the new Memphis K-Mart, said Greenwood.

What the impact will be of K-Mart on other Memphis retailers remains to be seen. Because K-Mart advertises extensively and operates what retailing magazines call the "top discount chain in the country," the stores tend to break up traditional shopping patterns. The stores can be expected to draw off customers heavily from the remaining four discount chains, especially when the other K-Marts become operational.

The second Memphis K-

NBC Offers New Banking Service Plan

National Bank of Commerce is offering a new nine-point program of combined services, effective tomorrow. It is called Century II Account, NBC.

Wayne W. Pyeatt, president of NBC, said parts of the program have been tested in some of the most progressive banks in the nation. However, the Memphis market was researched and the final program was tailored to meet the needs of the community, he said.

The nine-point program will be available to everyone who qualifies for the two credit portions in the package. There is monthly fee of \$2.50 for the Century II Account benefits.

The nine features that make up the program are:
• No minimum balance for checking accounts.
• Free personalized

checks of the customer's choice.

• Unlimited check-writing privileges.

• A rate reduction of 1 percent of the annual percentage rate on all installment loans made to Century II account holders.

• Installment loan payments may be made on any day during the month in which the payment is due.

• Cashier's checks, money orders and traveler's checks are issued without service charges.

• Overdraft protection of \$300 on the Century II account.

• A National Bank of Commerce Master Charge Card and the benefits of 24-hour banking with Teller 24.

• A Century II identification card that permits immediate check-cashing privileges of up to \$50 at any branch of NBC.

Additionally, the bank has

secured the exclusive rights for the American Airlines Dream Plan which schedules deluxe accommodation vacation tours for groups on regularly scheduled flights. The first trip is planned in the spring to Acapulco.

Century II accounts are only the first steps toward a broad spectrum of new banking services, Pyeatt said.

In the near future the bank plans to have sequentially aligned checking statements available. And soon thereafter, single-statement banking for all accounts will be available on an optional basis to customers.

Pyeatt said the Century II account is not a preferred account.

Four of the nine features in the program are new to the Memphis banking community, according to Richard Rhodes, marketing

director for NBC. They are the check-cashing feature, identification card, installment loans with a reduced rate, and the option to make installment payments on any day of the month in which the payment is due.

The reduced rate on installment loans and the option to pay any day of the month in which the installment loan is due will only apply to new installment loans, Rhodes said.

Under the new program, the annual percentage rate charged on a new car loan would be 9.2 per cent, rather than the 10.2 per cent rate charged now, he said.

The two credit features of the program which determine whether the customer qualifies for the Century II account are the Master Charge card and the overdraft protection requirements.

Management Training Given Low Grade

By EDWIN DARBY

CHICAGO Sun-Times News Service
CHICAGO, Nov. 24.—Your boss should be a lot better than he is. And he could be according to Charles P. Bowen Jr., a boss himself as chairman of Booz, Allen & Hamilton, Inc., the big international management consulting firm.

It is Bowen's contention that too many corporations today have themselves all mixed up in fancy theories that go under the name of management training or management development, but do just about everything except develop good boss types.

Yet the need for good managers and good development programs is as great as ever. Greater, perhaps. The world has always had a need for people who could run things properly. Bowen said, noting that a goodly part of Plato's "Republic" is really concerned with management development.

Today's special concern is occasioned by the unprecedented growth of industrial nations and the accident of the low birth rate 35 to 40 years ago, reducing the ranks of those who might now be moving into top management jobs.

Bowen is very definite in his views. Management development concepts followed by corporations, he said, "have as little relationship to reality as the game of Monopoly has to the real estate business."

And often, Bowen said, these carefully structured, elaborate and expensive programs produce men who are "technically superb and intellectually brilliant, but who couldn't organize a family picnic."

That's the nub of Bowen's criticism: Too many so-called development programs are really training programs, offering classroom knowledge, divorced from reality, valuable perhaps in developing a broad gauge person, proving nothing at all about a person's ability to operate on the firing line.

"As societies mature," Bowen said, "there is a tendency to cover over the basics with a veneer. What's happened in this field is that we have a cosmetic veneer that substitutes ceremony and ritual for actuality. The ceremonies consist of sending people off to classes, business schools, special in-house management sessions. I wouldn't argue that they don't have value, but just

that they are not related to management ability.

"You can train a carpenter, a dentist, an accountant or an engineer that way, but not a manager. The classical case is the expert salesman who is made sales manager. It doesn't necessarily work. The element of leadership is essential. I'm not a psychologist, but I think the leadership quality is something you either have or you don't. I don't think you can talk it to someone else.

Well, how does a corporation assure itself of a supply of good managers?

On-the-job training is Bowen's answer. And that, he said, starts with the man who is at the top today. He has to create the climate that will encourage the development of new managers.

"It is almost a coaching situation," Bowen said. From the available material, you pick men to do the job, you send them out to do it, you give guidance and make suggestions, and then you see if the man can take on the responsibilities."

And when the man or woman responds to the de-

mands of the job, proving ability at one level, new responsibilities and challenges are offered, he added.

"The way the boss relates to the subordinate is the key to the development of a manager," Bowen said. "If the boss kicks the younger person for mistakes, it probably will generate a defensive attitude that is doubly harmful. The subordinate never develops. He protects himself from exposure and may do only what the boss says. At the same time, the boss is deprived of an avenue to essential information. There's no communication. The subordinate volunteers nothing for fear of being criticized. The best manager and the best developer of managers is the executive who brings questions before his team and encourages questions and in interplay of ideas."

If this sounds as if Bowen is advocating wide open corporate democracy, management by consensus, that's not right. "The decisions," he said, "ultimately must be made by one man, but he leads the others into an agreement." That leadership processes is, again, management development.

How Memphis Stocks Did Last Week

NEW YORK — Nov. 24. — Yearly high, low, dividend, weekly sales, closing prices and net changes for week of Memphis-based corporations:

NEW YORK STOCK EXCHANGE									
High	Low	Sales	High	Low	Close	Chg.			
32 3/4	24 1/2	Conwood 2.00	1,000	26 3/4	25 1/4	— 1/2			
39 1/2	25 1/2	Federal Co. 1.30a	17,300	30 1/4	28 3/4	29 1/2	— 1/8		
42 1/2	13 1/2	Holiday Inns .30	164,700	16 1/4	13 1/4	14 1/4	— 1/8		
35 1/4	17	Mal. and Hyde .36	3,500	24 1/4	23 1/4	23 1/2	— 1/8		
85 1/4	69 1/2	Sch'g-Plough .62	134,200	81 1/2	77 1/2	79	— 2		
32 1/2	5 1/2	United Inns .12 1/2	39,200	7 1/2	6 1/2	— 1/2			
AMERICAN STOCK EXCHANGE									
30 1/2	14 1/2	Cook Indust. .40d	32,000	23 1/4	19 1/4	20 1/2	— 2 1/2		
3	1 1/2	United Foods...	11,500	1 3/4	1 1/2	1 1/4	— 1/4		
25	9 1/4	Valmac .60d	11,300	16 1/2	13 1/2	15	— 1 1/2		

a—Also extra; d—Declared or paid so far this year.

Over-The-Counter Stocks

High-low for 1973, dividend rate, weekly high, low, closing price and net change of selected over-the-counter stocks, based on 4 p.m. daily quotations from National Association of Securities Dealers, Inc.:

4 1/2	3 1/4	ALODEX	—	3 1/4	3 1/4	— 1/4
2 1/2	1	AMCON	—	1	1	unch.
6 1/2	4 1/4	Wm. Bod. Ins.12	4 1/4	4 1/4	— 1/2
4 1/4	3	Burk-Hall Paint	—	3	3	unch.
7	1 1/2	Cook-T'dwell Harry	—	3 1/2	3 1/2	unch.
20	13	Crump, E.H.10	14 1/2	13	— 1 1/4
6 1/2	2 1/2	Donald Corp.	—	4 1/2	3 1/2	— 1/4
2 1/4	1 1/2	Downtowner	—	1 1/2	1 1/2	— 1/8
28	18	1st Tenn80	20	19 1/4	— 1/4
1st Memphis Rly Trst							
22 1/2	17 1/4	SBI	1.80	18 3/4	17 1/4	— 2 1/4
25 1/2	18 1/4	UTS	1.80	19 3/4	18 1/4	— 2 1/2
2 1/2	1	WTS	—	1	1	unch.
5 1/4	2 1/4	Guardsmark	—	2 1/2	2 1/2	— 1/8
12 1/4	4 1/4	Main Dollar	—	4 1/4	4 1/4	unch.
5 1/2	1 1/2	Medicenters	—	2 1/4	2 1/4	— 1/8
17	10	Memphis Trust38	10	10	unch.
34 1/4	14 1/4	Morrison's	—	16	14 1/4	— 1 1/4
18 1/2	11 1/2	Piper Ind.	—	14 1/2	12 1/2	— 1 3/4
3 1/2	1 1/2	Railford's12	1 3/4	1 3/4	unch.
29 1/4	4 1/4	Scottish Inns	—	4 1/4	4 1/4	— 3/8
21 1/4	16 1/4	Scripps-Hwd Bnd.	1.40	16 1/2	16 1/4	— 1/4
4	2	Service	—	2 1/2	2	— 1/8
6 1/4	2 1/2	Southern Airways	—	2 1/2	2 1/2	— 1/8
29 1/2	15	Union Plant. Corp.92	18	17 1/2	+ 1/2
9 1/4	3 1/2	Union Service	—	3 1/2	3 1/2	unch.
10 1/4	5 1/4	UT Bank24	5 1/4	5 1/4	unch.
25 1/2	9	World Service Life	—	13	10 1/4	— 2

We are pleased to announce that Mary F. Miller has joined our research department, and that John B. Carr, Jr., Thomas D. Coffelt, Tony M. Parker have joined our sales department.

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What's News In Stocks

For The Week Nov. 19-23

By United Press International

INCREASED DIVIDENDS
Allied Therma... 26c from 25c
Am Tel. & Tel... 7 1/2 from 7c
A-T-D Inc... 3c from 2c
Book-O-The-Month... 3c from 2 1/2c
Cinn. Bell Tel... 34 1/2c from 32 1/2c
Flowers Ind... 1c from 5/8c
Ford Condo... 55c from 53c
Genstar Ltd... 15c from 14c
B.F. Goodrich... 26c from 25c
Kons. G. & S... 3c from 2 1/2c
Kibby Ind... 12 1/2c from 11c
Nat. Cash Reg... 1 1/2c from 1c
Pac. W. West Tel... 2c from 1 1/2c
Perker-Honitine... 27c from 25c
Pittco... 1c from 7/8c
Revco D. S... 3c from 2c
Shoem Co... 3c from 2c
United Illum... 58c from 56c
Williams-Sonoma... 3c from 2 1/2c
Ametek... 17 1/2c
Corning Glass... 25c
Chl. River & Mech... 25c
Cummins Engine... 15c
Dickson... 15c
Dupont... 42 1/2
Eastman Kodak... 52c
Ford Condo... 55c from 53c
Imperial Oil... 1 1/2-1c
Pittco... 1c
Rep. Motor... 27c
Gruenewald... 15c
MGM... 15 1/2

REDUCED DIVIDENDS
Morse Sh... 18 1/2c from 19 1/2c
DIVIDENDS OMITTED
Nelsner Bro.

EARNINGS
HIGHER 9 MONTHS
Citizens Growth Pro... 11 1/2 vs 11.3
Coca Cola 2.84 vs 2.51
McDonald Co. 1.74 vs 1.59
Mitsubishi 1.25 vs 1.20
Alltelco General 1.42 vs 1.38
Petrie Stores 1.25 vs 1.20
Pulman's (GP) Sons 1.32 vs 1.42
Unitrade Corp 1.40 vs 1.42
Wickes Corp 1.90 vs 1.83

LOWER 9 MONTHS
Capital Reserve Corp. 3.54 vs 3.62
Debut Amco 49 vs 37
Goleway Indust 40 vs 49
Westons Indus. 19 vs 22
Wrother Corp. 35 vs 30

ACQUISITIONS, MERGERS AND PRELIMINARY NEGOTIATIONS
Acme-Cleve... Leslie Mech. Tool W. R. Grace & Co... Niagara Pwr. Corp.
Monville-Palumbus CA

MERGERS CALLED OFF
Treyco Int'l... Duquesne Nat Gas

STOCKS TO BE ADMITTED TO THE N.Y.S.E.
NYSE
Baker Ind... Nov. 26
Nat. Mfg. Fund-Nov. 28

STOCKS TO BE ADMITTED TO THE N.Y.S.E. (TENTATIVE DATE)
Halters Income Sec... Dec. 31
Justice Mfg. Invest... Dec. 31

APPLICATIONS FOR LISTING ON THE N.Y.S.E.
Gulf Mfg. & Riv. Inv.
Union Bancorp. Inc.

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Equitable Life Will Display New Offices

The Equitable Life Assurance Society of the United States will have an open house at its new offices in Clark Tower from 2:30 through 5:30 p.m. Wednesday.

All Equitable operations have moved into the new offices including real estate, investment, and mortgage operations, group benefits and sales, general services and agency operations.

Equitable is the nation's third largest life insurance company and, according to Fortune magazine, it ranks sixth in terms of assets among the largest financial institutions. Equitable has more than \$62 million invested in various projects in the Memphis area and about \$141 million throughout the state.

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